

City of Westminster 2022 Strategic Plan

End of 2022 Status Update

Mission Statement

Westminster's purpose is to provide core services and foster economic resilience to give our community the opportunity to thrive.

Vision Statement

Westminster is a city of beautiful, safe, well-maintained neighborhoods and destinations with a vibrant, diverse economy, rich and resilient environment and a strong sense of community and belonging.

Guiding Principles

Collaboration and Partnership: Enhance and sustain our relationships with neighboring governments and community-based partners, leveraging our collective resources for maximum impact and benefit to Westminster.

Stewardship and Thrift: Responsibly manage all of the resources entrusted to our care to meet the needs of today without sacrificing the ability to meet the needs of the future.

Transparency and Accountability: Engage in two-way dialogue with the people of Westminster, clearly communicate our intentions and decisions and take responsibility for all that we do, thereby earning the trust and confidence of the community.

Diversity, Equity and Inclusion: Achieve equitable processes for the people of Westminster by providing opportunity for all voices to be heard and drawing upon community diversity in decision making.

Innovate and Initiate: Foster a culture of continuous improvement and approach opportunities and challenges with drive, inventive thinking and resourcefulness, resulting in a resilient and sustainable future for our city.

Prevention and Proactivity: Solve problems at their source and focus the city's policies, practices and investments on prevention and community education and addressing root causes, leading to a better quality of life and greater prosperity for all in our community.

Strategic Priorities and Achievement Highlights



Strategic Priority: Preparedness and Resilience

Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives.

2022 Achievement Highlights

- **Complete: 1.2.a (i): Establish employee engagement benchmarks by department based upon the results of the Gallup Q12 Employee Engagement Survey by December 2022:** The Gallup Q12 Employee Engagement Survey launched on November 7 and closed November 21, with an organization wide participation of 84%. Two follow-up meetings were held in December with a Gallup consultant and the Executive Leadership Teams to review organization wide results and next steps. Follow up meetings with each Department Director and a Gallup Consultant will be held in January 2023 to review the specific results of their department, and to help create a department specific action plan.
- **Complete: 1.3.c (i): Provide four (4) workshops annually for local businesses on the subject of workforce development resources, tools and grant programs:** Staff has completed five (5) workshops: "Enterprise Zones", "Opening Your Business in Westminster", "Accessing Regional Workforce Resources", "Introduction to Sales and Use Tax Requirements", and "Homelessness: Property/Business Owners' Rights."
- **On track: 1.1.b (i): Increase Emergency Preparedness average rating for Q.6.12 in the Bi-annual Community Survey from 68 to 75 by the 2024 survey:** The initial community hazard awareness, preparedness and mitigation event was held on September 17, 2022, and subsequent events are being scheduled through 2023. The initial hybrid public event on wind-driven fire was attended by six (6) residents. The resulting video has been posted on social media resulting in 1,394 reaches and 262 post engagements. Thirty-six (36) residents have asked to receive invitations to future mitigation planning events. The Staff kick-off meeting to update the Hazard Mitigation Plan was on October 11, 2022.



Strategic Priority: Proactive Public Safety

Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster.

2022 Achievement Highlights

- **Complete: 2.1.a (i): 15% increase in officer-initiated cases in 2022:** 'Year to Date 2022 (12/19/22), the Code Enforcement Team conducted 563 officer-initiated cases, which represents a 95% increase in officer-initiated cases from the year-end total for 2021 (289). Year to Date 2022 (12/19/22), the Code

Enforcement Team responded to 1,081 complaint cases. The year-end total for 2021 was 1,148 complaint cases. This is a 6% reduction in the number of code enforcement complaints from 2021 to 2022. An ongoing goal of performing more officer-initiated cases is to proactively address nuisance issues before they become complaints.

- **On track: 2.1.c (ii): Achieve police officer full strength in staffing by December 31, 2023:** Six (6) more Police Officers have been hired since September, resulting in 31 hired in 2022. Current vacancy number is 20 positions. Eleven (11) candidates are in the background process and are planned to start in early 2023. Oral board interviews are on-going and seven (7) more applicants were identified as potential candidates on 12/8/22. Six (6) Police Officer trainees were just hired to attend the January 2023 academy. Hiring bonuses and referral bonuses are still in effect for police officer positions. Hiring processes for sworn officer positions (trainees, certified and lateral) remain on a continuous rolling/on-going cycle.



Strategic Priority: Shared Sense of Community

Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives.

2022 Achievement Highlights

- **Complete: 3.1.a (i): 70% of annually scheduled City events will prioritize a neighborhood audience and/or be locally focused:** Target met for 2022; planning for 2023 underway; 48 of the 68 cultural offerings planned for 2022 (70%) will have been scheduled at the neighborhood level.
- **On track: 3.2.a (ii): Outreach to 25% of identified neighborhoods that do not have a formal homeowner's association by September 30, 2023:** As of December 22, 2022, Staff had implemented four neighborhood outreach events in neighborhoods that do not have a formal HOA, including a Community BBQ in Historic Westminster that drew approximately 250 neighborhood residents. In addition, Staff organized an interdepartmental working group that provided recommendations that led to the development of a comprehensive City-wide neighborhood outreach program in 2023. According to current plans, the 2023 Neighborhood Outreach Program will utilize a series of community barbeques held throughout the City and targeted, neighborhood-specific informational outreach, coupled with a revamped website and marketing campaign.



Strategic Priority: Quality of Life

Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks, recreation, open spaces, and libraries.

2022 Achievement Highlights

- **Complete: 4.2.c (i): Funding allocated during the 2023 budget cycle to maintain utility bill assistance programs**

- **Complete: 4.3.a (i): Demonstrate collaborative efforts with the North Metro Arts Alliance, the Westminster Historical Society, Medusa Collective, and other arts and culture organizations for 10 events annually:** Target met for 2022; planning for 2023 underway. Cultural Affairs has achieved 20 collaborations with partner organizations: four (4) historic bus tours with Westminster Historical Society, 12 mobile art workshops with Medusa Collective, three(3) festivals with North Metro Arts Alliance, and the Hometown Holiday in support of the Westminster Historical Society.



Strategic Priority: Robust Infrastructure

Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city’s water, wastewater, stormwater, mobility and roadway systems.

2022 Achievement Highlights

- **Complete: 5.2.a (i): Semper Evaluation Study completed no later than December 31, 2022:** CDM Smith completed the Semper Evaluation Study before the end of 2022. Staff is scheduling a public presentation for the project findings at the January 23, 2023 City Council Meeting.
- **On track: 5.3.a (i): Improve the Pavement Quality Index (PQI) to 63 by December 31, 2027:** Staff has calculated all street improvement work completed in 2022 and deducted the road degradation from a pavement condition survey completed earlier this year. The results returned with a PQI value of 52, which matches the established benchmark, meaning there was no increase or decrease in this value. While not seeing an increase is not what staff anticipated it is an improvement over previous results in 2020 and 2021 that saw the City’s overall PQI value decrease by 8 and 5 points, respectively. With 100 lane miles of street improvement projects in 2023, Staff is anticipating a 2 to 3 PQI point increase in 2023.
- **On track: 5.3.d: Complete and Implement the Federal Boulevard and 72nd Avenue Corridor Studies:** The Federal Boulevard Multimodal Study was completed December 2021; implementation ongoing. The 72nd Avenue Corridor Study consultant has been selected and is due to be complete in June 2024.